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**AGRICULTURAL EXPERIMENT STATION**  
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Division of  
Farm Management and Agricultural Economics  
and  
Division of  
Farm Population and Rural Life  
Bureau of Agricultural Economics  
United States Department of Agriculture  
in cooperation

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**Local Rural Leaders in Washington**

by  
Harvey W. Starling and Fred R. Yoder

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<sup>1</sup>In cooperation with the State Committee on the Relation of Electricity to Agriculture.

<sup>2</sup>In cooperation with the United States Department of Agriculture.

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# RURAL LOCAL LEADERS IN WASHINGTON<sup>1</sup>

by

Harvey W. Starling and Fred R. Yoder

## PURPOSE AND METHOD OF STUDY

It is the purpose of this study to set forth and analyze some of the factors that contribute to the making of local rural leaders. The angles from which the problem was approached are: (1) participation of leaders in community organization activities; (2) training and experience of leaders; (3) attitudes and traits of leaders. A sample of 250 local rural leaders in the State of Washington was studied. Figure 1 shows the eight counties chosen for the study. This selection was

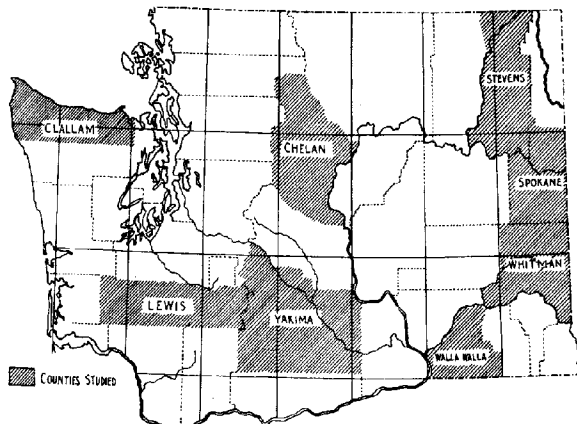


Fig. 1. Map showing area surveyed.

<sup>1</sup>This survey was made by the Agricultural Experiment Station of the State College of Washington, in cooperation with the Division of Farm Population and Rural Life of the Bureau of Agricultural Economics of the United States Department of Agriculture. Field work was done by Harvey W. Starling, graduate student in Sociology, under the direction of Fred R. Yoder, Head of the Department of Sociology at the State College of Washington.

based primarily on the various rural organizations in the different types of agriculture in the state.

The organizations in which local leaders were studied include community clubs, women's social and study clubs, granges, farm bureaus, farmers' union locals, 4-H clubs, and home economics clubs. The principal types of agriculture include dairying, livestock, poultry, fruit and grain raising, and diversified farming.

The names of the successful or "best" men and women serving as local leaders in the counties surveyed were secured from county agents, superintendents of schools, and leaders of county and state rural organizations. The personal-interview questionnaire method was used in collecting the data from the leaders chosen.

## **LEADERSHIP ACTIVITIES**

### **Rural Community Organization Activity**

Leadership is usually thought of in terms of the services rendered to the group or the community. The ability of individuals to secure results, or to work and get others to work for group needs, constitutes these services. Table 1 shows the agencies and activities through which local rural leaders attempt to bring about desirable changes in rural life.

Approximately 65 per cent of the rural activities listed include social functions. Those predominantly social are found in the granges, community clubs, women's social clubs, boy scouts, and sportsmen's associations. Those including social functions are the 4-H clubs, home economics clubs, farmers' union locals, farm bureaus, chambers of commerce, churches, rural schools, county agent activities, and Parent-Teachers' associations. Social leaders furnish the guidance for the enjoyment and relaxation which come from social activities. Their work is one of the effective means of building up the membership and holding the attendance of farmers in rural organizations, thus paving the way for programs of educational, economic, and political leaders. The success of social leaders also determines to a large degree whether youth attend, take an interest in, and are active in social organizations.

Over 25 per cent of the activities are primarily economic. These naturally group about occupations, and include cooperative buying.

improved methods of production and farm management, farm credit, political-economic protection, locally owned water and telephone companies, and marketing. Closely allied to the economic are the political activities of the granges, farm bureaus, farmers' union locals, good roads committees, smelter fumes protective associations, livestock protective associations, state legislation committees, county commissioners, and chambers of commerce, totalling 41 per cent of the forms of activity listed.

The major educational activities are found in the home economics clubs, 4-H clubs, churches, fair boards, schools, Parent-Teachers' associations, county agents' activities, and boy scouts. These together total 23 per cent of the forms listed. If activities of an educational nature in the granges, farm bureaus, farmers' union locals, rural newspapers, stock improvement associations, women's clubs, growers' associations, community clubs, county agricultural councils, and chambers of commerce are included, the educational activities run to 82 per cent.

The Grange is the largest single farm organization in the state of Washington, having 30.6 per cent of the total number of offices and memberships held by the leaders studied. Its program covers the social, fraternal, educational, economic, and political problems of rural life.

An average of over three offices or memberships were held per individual by the 250 leaders studied. A larger percentage of men than women leaders participate in activities. The table shows that 74.4 per cent of the offices and memberships listed are held by men, while 25.6 per cent are held by women. Certain offices are usually held by men while other offices are held by women. In rural organizations composed of both men and women, men usually hold the leading offices such as the office of president or grange master, while the women are secretaries, social committee chairmen, or grange lecturers. The men are more active in the economic and political phases of farm life, and the women devote more time to the social and educational activities. Men predominate on school boards. They also hold the majority of directorships and trusteeships.

It has been the tradition in rural communities for the men to lead and for women to follow. Nearly all the grange masters in the



**Table 1. Number of Offices and Memberships Held in Various Organizations by Leaders<sup>1</sup>**

Forms of activity	Offices and membership			Offices			Memberships		
	Both sexes	Men	Women	Both sexes	Men	Women	Both sexes	Men	Women
<b>Total</b>	<b>767</b>	<b>571</b>	<b>196</b>	<b>508</b>	<b>397</b>	<b>111</b>	<b>259</b>	<b>174</b>	<b>85</b>
Grange .....	235	181	54	181	143	38	54	38	16
Marketing organization ..	75	70	5	39	39	...	33	28	5
Growers' association .....	46	46	...	23	23	...	26	26	...
Farm Bureau .....	41	39	2	34	32	2	7	7	...
Community club .....	37	27	10	23	19	4	14	8	6
Home economics club .....	36	...	36	17	...	17	19	...	19
School board .....	35	32	3	16	14	2	19	18	1
Four-H club .....	34	18	16	30	18	12	4	...	4
Women's club .....	30	...	30	15	...	15	15	...	15
Church .....	29	16	13	18	10	8	11	6	5
County agricultural council .....	15	14	1	4	4	...	11	10	1
Fair board .....	15	13	2	9	7	2	6	6	...
Farmers' Union .....	13	11	2	6	5	1	7	6	1
Water company .....	13	12	1	12	11	1	1	1	...
Stock improvement association .....	12	12	...	8	8	...	4	4	...
Chamber of commerce ..	12	11	1	7	7	...	5	4	1
Telephone company .....	9	9	...	9	9	...	...	...	...
Rural school .....	9	8	1	9	8	1	...	...	...
Parent-Teachers' Association .....	8	1	7	2	...	2	6	1	5
County agent .....	7	4	3	7	4	3	...	...	...
Federal Farm Loan Association .....	6	6	...	4	4	...	2	2	...
Rural newspaper .....	5	2	3	1	1	...	4	1	3
Bank .....	5	5	...	5	5	...	...	...	...
Boy Scouts of America ..	4	4	...	2	2	...	2	2	...
State legislature .....	4	4	...	4	4	...	...	...	...
Political party committee	4	3	1	4	3	1	...	...	...
Forest conservation council .....	3	...	3	1	...	1	2	...	2
Livestock protective association .....	3	3	...	2	2	...	1	1	...
Cemetery association .....	2	2	...	2	2	...	...	...	...
County commissioner .....	2	2	...	2	2	...	...	...	...
Smelter fumes protective association .....	2	2	...	1	1	...	1	1	...
Good roads association ..	2	2	...	2	2	...	...	...	...
Sportsmen's association ..	2	2	...	...	...	...	2	2	...
Miscellaneous (12 names)	12	10	2	9	8	1	3	2	1

<sup>1</sup> A leader who holds an office in an organization also holds a membership. However, in this table, the offices held by leaders are not again listed as memberships.

state of Washington are men. Men have been considered better adapted than women for this type of activity. However, in a few granges women have been elected to the master's chair, and have repeatedly held this position. The Granges are utilizing more of their women folks for leadership than the other rural organizations. This may be due to the major emphasis placed on the social, fraternal, and educational interests in the granges, whereas other organizations deal more with economic activities.

Some leaders have been in office as long as 25 years. Especially is this true of school board positions. In a few cases it also applies to grange masters, secretaries and lecturers.

The outstanding leaders generally are found in the progressive rural communities. Some communities are offering a richer life to the young people through wholesome and interesting social affairs and constructive training during leisure time. Especially is this true of 4-H club work. A few country communities are providing educational advantages more comparable with the city. Women's social and study clubs are providing social contacts and intellectual activities for their members. Agricultural economic leaders are organizing the farmers into cooperative organizations in the wheat, fruit, poultry, dairy, and other farm industries. Farm legislation such as the Farm to Market road bill, the District Power bill, and a tax on butter substitutes show accomplishments of leaders in the enlistment of cooperation in politics.

#### **Church Membership and Activity**

Table 2 shows the percentage of leaders who are church members and who are active in church. Half of the leaders are church members, and 36.8 per cent are active. Some of those listed as non-members are among the active group. The women have 3.6 per cent more church members than men, and 4.1 per cent more are active in church. Nine of the leaders who had no church connection stated that the church influenced them during their adolescence. Efficient leaders were found in the non-church and non-active group as well as in the church and active group.

**Table 2. Percentage of Leaders Church Members and Non-Members, and Active and Non-Active**

	Belonging to church	Not belonging to church	Active in church	Not active in church
Both sexes .....	50.0	50.0	36.8	63.2
Men .....	48.6	51.4	35.9	64.1
Women .....	53.6	46.4	39.1	60.9

### **Fraternal Membership and Activity**

Table 3 shows the membership and activity of rural leaders in fraternal orders. Of the 250 leaders, 223 or 89.2 per cent hold membership in one or more fraternal orders. Of these total memberships, 77.1 per cent are active.

**Table 3. Membership and Activity of Rural Leaders in Fraternal Orders**

Fraternal order	Number of memberships		
	Total	Active	Not active
Total .....	402	313	89
Grange .....	221	211	10
Masonic lodge .....	34	21	13
Independent Order of Odd Fellows .....	27	18	9
Order of Eastern Star (Masons) .....	18	11	7
Modern Woodmen of America .....	16	4	12
Knights of Pythias .....	13	8	5
B. and P. Order of Elks .....	13	8	5
The American Legion .....	10	4	6
Fraternal Order of Eagles .....	8	5	3
Rebeccas (Odd Fellows) .....	6	6	..
Knights of Columbus .....	4	2	2
Veterans of Foreign Wars of U. S. ....	3	1	2
American Yeomen .....	3	2	1
United Spanish War Veterans .....	3	..	3
Mystic Shrine (Masons) .....	3	..	3
Woodmen of the World .....	3	2	1
Miscellaneous (17 names) .....	17	9	8

Of the 402 memberships held, 55 per cent are in the Grange of which 95.4 per cent are active memberships. This large percentage shows the prominent place the Grange holds in the fraternal activities of rural people in Washington. One reason that very few grangers are listed as inactive as compared with members of other fraternal organizations is that a member who has become delinquent in his dues is dropped after one year. The existence of 13 offices in the Grange together with the policy of passing offices around facilitates the development of leaders.

Forty per cent more leaders belong to fraternal orders than to the church, and 41.1 per cent more are active.

#### **Attendance at Agricultural Meetings**

Table 4 shows the number and percentage of rural leaders who attended local and county meetings dealing with agriculture in one year. These meetings draw most of their members from a radius under five miles. However, in sections of the country that are sparsely settled and in which there are large farms, the people attending come more than five miles and occasionally more than 10 miles. Ninety-two per cent of the rural leaders studied attended these local meetings (Table 5). The average number of meetings attended was 22.2 per leader (Table 6). More men than women attended local meetings. Of the men 27.1 per cent attended more than 28 meetings, as against 5.7 per cent for the women. It is at these local meetings that local rural leaders receive much of their training and do much of their effective work.

County meetings dealing with agriculture include those usually held at some central place accessible to a great portion or all of a county. The Pomona granges meet in turn at the halls of the various local organizations. Some leaders are compelled to travel from 10 to 50 miles or more to attend these meetings. Of the leaders studied, 81.2 per cent attended one or more of this type of meeting. The average number of meetings attended during last year was 10.4 per leader. Of those who attended seven or fewer meetings, 35.9 per cent were men and 53.6 per cent were women. Because of distance, inclement weather, and urgent farm duties, fewer local leaders were able to attend county meetings. The fact that more of the meetings deal with

problems of greater interest for men than for women accounts in part for the fewer women in this group. These meetings were quite similar to local meetings, but covered broader interests such as rural problems of the county, and did not take place as often as local meetings.

Table 4. Percentage of Leaders Who Attended Local and County Meetings Dealing with Agriculture, with Frequency of Attendance (One Year)

Frequency of attendance	Local meetings	County meetings
Both sexes	100.0	100.0
0 .....	8.0	18.8
1-7 .....	15.2	40.8
8-14 .....	17.6	21.6
15-21 .....	19.2	11.6
22-28 .....	18.8	2.8
29-35 .....	8.8	1.2
36-42 .....	5.2	1.6
43-50 .....	2.8	.8
51-100 .....	4.4	.8
Men	100.0	100.0
0 .....	5.0	15.5
1-7 .....	18.2	35.8
8-14 .....	14.9	24.3
15-21 .....	17.1	14.4
22-28 .....	17.7	3.9
29-35 .....	11.6	1.7
36-42 .....	7.2	2.2
43-50 .....	3.9	1.1
51-100 .....	4.4	1.1
Women	100.0	100.0
0 .....	15.9	27.5
1-7 .....	7.2	53.6
8-14 .....	24.7	14.5
15-21 .....	24.7	4.4
22-28 .....	21.8	....
29-35 .....	1.4	....
36-100 .....	4.3	....

**Table 5. Number and Percentage of Rural Leaders Who Attended Different Types of Meetings Dealing with Agriculture (One Year)**

Type of meeting	Number of leaders attended	Percentage of leaders attended
Total	230	92.0
Local .....	230	92.0
County .....	203	81.2
State .....	126	50.4
Sectional .....	33	13.2
National .....	30	12.0

**Table 6. Number and Average of Different Types of Meetings Dealing with Agriculture Attended by Rural Leaders (One Year)**

Type of meeting	Number of meetings attended	
	Total	Av. per leader
Total	7578	32.9
Local .....	5099	22.2
County .....	2103	10.4
State .....	247	2.0
Sectional .....	97	2.9
National .....	32	1.1

Table 7 shows the number and percentage of leaders who attended state, sectional, and national meetings dealing with agriculture. These are usually conventions, institutes, fairs, and committee meetings which last from half a day to several days. Leaders are often compelled to travel several hundred miles to attend these meetings. Of the leaders 50.4 per cent attended state meetings. The same percentage of men as women (34.8 per cent) attended only one such meeting. Each leader attended an average of two meetings. For the sectional meetings, which draw from wider areas than state meetings, 13.2 per cent of rural leaders attended, of whom 16.5 per cent were men and 43 per cent were women. The average of meetings attended was 2.9 per leader who attended. Twelve per cent of the leaders attended national meetings. With the exception of one individual, all of those

Table 7. Percentage of Leaders Who Attended State, Sectional, and National Meetings Dealing with Agriculture, with Frequency of Attendance

Frequency of attendance	State meetings	Sectional meetings	National meetings
Both sexes	100.0	100.0	100.0
0 .....	49.6	86.8	88.0
1 .....	34.8	6.0	11.6
2 .....	9.6	1.6	.4
3-9 .....	4.8	4.8	....
10-16 .....	1.2	.8	....
Men	100.0	100.0	100.0
0 .....	45.8	83.5	86.1
1 .....	34.8	7.7	13.3
2 .....	12.2	1.1	.6
3-9 .....	5.5	6.6	....
10-16 .....	1.7	1.1	....
Women	100.0	100.0	100.0
0 .....	59.4	95.7	92.8
1 .....	34.8	1.4	7.2
2 .....	2.9	2.9	....
3-9 .....	2.9	....	....

listed attended only once. A large majority of the state and national meetings attended were in Grange organizations. The convention of the National Grange, which was held in the state of Washington in 1929, accounts for most of the national meetings listed.

The more efficient and successful leaders seem to be more active in community organizations, fraternal orders, and agricultural meetings than the less successful leaders. Successful leaders are found in the membership and activities of the church as well as outside of the church. There is some evidence that leaders who stand out from among others in ability to get results often assume too many activities for maximum efficiency in their private as well as public life. In a number of instances noted during the field work of the study leaders appeared to have neglected their private affairs.

## STATUS, TRAINING, AND EXPERIENCE OF LEADERS

### How Rural Leaders Become Interested in Their Problems

The following table suggests the various sources of rural leaders' interests in the problems and activities in which they are engaged.

Table 8. How Rural Leaders Became Interested in Their Problems

Source of interest	Number of times mentioned	Percentage of times mentioned
Total	651	100.0
Organizers, leaders, friends .....	109	16.7
Felt need for farm community betterment .....	90	13.8
Longing for companionship and social activity .....	78	12.0
Economic advantages expected .....	73	11.2
Organizations, fairs, clubs .....	63	9.7
Interest after joining organization .....	58	8.9
Schools .....	45	6.9
Activities of parents .....	26	4.0
Raised on farm .....	23	3.5
Grew interested gradually .....	22	3.4
County agent .....	20	3.1
Children .....	14	2.2
Reading .....	10	1.5
A sense of duty .....	9	1.4
Love for farm life and the out-of-doors .....	8	1.2
Miscellaneous .....	3	.5

In very few cases could the leaders point to any one definite source. Usually the interests appeared to have been the result of a gradual development from several sources. Approximately 40 per cent of the answers expressed the attitudes or interests which prompted leader participation in rural community life. These were: realization of need for farm community betterment, desire for companionship and social activity, expectation of economic advantages, a sense of duty, and love for farm life and out-of-doors. Of all the sources, 19.8 per cent were personal contacts with individuals including organizers,



leaders, county agents, and friends. Over 25 per cent of the leaders became interested through schools, fairs, clubs, and other organizations, and nearly 11 per cent through the home environment.

### Age and Sex

Table 9 shows the distribution of leaders by age. For the purpose of comparison the leaders may be divided into three age groups: the young leaders, or those from 20 to 35 years of age; the middle-aged leaders, or those between 35 and 50; and the older leaders, or those from 50 to 80. The middle-aged and older people constitute most of

Table 9. Percentage of Leaders in Different Age Groups

Age interval	Both sexes	Men	Women
20-24	4.4	4.4	4.3
25-29	2.8	1.7	5.8
30-34	8.4	7.7	10.1
35-39	10.4	12.2	5.8
40-44	18.8	18.2	20.3
45-49	11.6	10.5	14.5
50-54	13.2	12.1	16.0
55-59	13.6	13.7	13.0
60-64	10.8	12.1	7.2
65-69	2.4	2.8	1.5
70-74	3.2	3.9	1.5
75-79	.4	.6	.....

the leaders, comprising 84.4 per cent of the total number. The mode lies between the ages of 40 and 44. The average age is 47.2 years; for men, 47.7 years; for women, 45.7 years. The young leaders constitute 15.6 per cent of the total; the middle-aged, 40.8 per cent; and the older group, 43.6 per cent. The older group can be divided into two sections. Those between the ages of 50 to 65 (37.6 per cent), are active, and those between the ages of 65 to 80 (6 per cent) are comparatively inactive.

In a number of the farm organizations it is customary to think of young men and women as immature and inexperienced and therefore not capable of leading farmers who are much older and more experienced. It is taken as a matter of course that men and women

do not become leaders until they have "settled down" on a farm of their own, have married, and are past their "twenties." This attitude not only prevents intelligent young men and women from developing their leadership potentialities, but also diverts or deadens their interests in the vital problems and activities of rural life. Little or no thought is given to the training of rural youth for leadership.

Many of the farm organizations are unable to secure or hold young people, partly because of the differences in interests between the older and younger generations. Some of the older men and women are primarily interested in the educational, political, economic, or religious phases of farm life, while the younger members are more concerned with social activities. When the older members are interested in social activities they often demand the type of entertainment that is considered dull and out-of-date by the younger participants.

#### Parental Encouragement

Table 10 shows the various means used by parents of many of the leaders to interest them in farm life during their adolescent years.

Table 10. Factors Reported by Rural Leaders as Typifying Parental Encouragement in Rural Life, Between Ages of 10 to 20

Item	Times mentioned	Percentage
Gave cattle, horses, pigs, sheep, poultry, pigeons, rabbits, dogs, cats, and pets ..	174	41.2
Allowed leisure time for recreation .....	82	19.4
Provided a convenient and pleasant home ....	35	8.3
Parents were farmers .....	35	8.3
Encouraged initiative and gave responsibility .....	21	5.0
Gave or shared land and crops .....	20	4.8
Provided education .....	13	3.1
Allowed them to work for spending money .....	13	3.1
Shared hard work, which was pleasant .....	11	2.6
Gave money .....	10	2.3
Helped with 4-H club work .....	5	1.2
Subscribed for farm papers .....	3	.7
Nothing .....	143	57.2
Total .....	422	100.0

The practice of allowing the children to share in farm interests or activities by ownership or part ownership of live stock such as cattle, horses, pigs, pets, etc. represents 41.2 per cent of the factors reported as typifying parental encouragement. Of a similar nature were such practices as encouraging initiative and giving responsibility, giving or sharing land and crops, sharing work, and allowing the children to work for spending money at home as well as away from home.

Other factors which interested these leaders in rural life and which provided expression for those interests were modern home conveniences, the privilege of having friends in the home, a reasonable amount of money for clothes, recreation, and personal use, a short annual vacation, a week end at the lake, a family reunion, and the provision of opportunities for education. The parents of the younger leaders cooperated with the 4-H clubs, donating money for their activities and acting as leaders of these clubs.

#### Formal Education

The following two tables give the elementary school and high school education, respectively, of the rural leaders.

Table 11. Percentage of Rural Leaders Who Attended Elementary School, with Years Completed

Years completed	Both sexes	Men	Women
8 .....	88.0	83.9	98.6
7 .....	4.8	6.6	.....
6 .....	2.0	2.8	.....
5 .....	1.6	2.2	.....
4 .....	1.6	1.7	1.4
3 .....	1.2	1.7	.....
2 .....	.8	1.1	.....

Of the 250 leaders, 88 per cent completed the eighth grade. Only one woman did not finish the eighth grade, as compared with 29 men. A comparison of the schooling of these rural leaders with the schooling of the adult population of the United States as a whole suggests the necessity of formal education for leadership. It has been estimated by the Federal office of education that "at least half of the parents

**Table 12. Percentage of Rural Leaders Who Attended High School, with Years Completed**

Years completed	Both sexes	Men	Women
4 .....	42.0	37.6	53.7
3 .....	3.2	2.8	4.3
2 .....	5.6	5.0	7.2
1 .....	8.4	7.7	10.1
0 .....	40.8	46.9	24.7

of the present generation of school children gained an eighth-grade education." Considered on this basis approximately 38 per cent more of the rural leaders of the state of Washington graduated from the eighth grade than the parents of the present generation in the United States.

Although several of the most successful leaders are found in the group of those who did not complete their elementary education, they are the exception. In such cases these leaders educated themselves, much of their training being derived from business activity and reading.

Of those who attended high school, 42 per cent were graduated. The women lead with a total of 53.7 per cent, while the men have 37.6 per cent. Those who did not attend high school comprise 47 per cent of the men and 24.7 per cent of the women. The Federal office of education estimates that "about a fifth of the present adult population and about a tenth of the parents of the boys and girls now attending school received some high school education." Thus, for those who attended high school, the percentage of rural leaders is three times the percentage of the present adult population and six times the percentage of parents of the boys and girls now attending high school. It appears significant that such a comparatively large percentage of the leaders completed the eighth grade and high school, considering the lack of schools and the presence of poor school facilities in frontier and sparsely settled farm communities at the time many of these leaders were of school age. In addition to high school, 10 per cent of the leaders attended business college, and the majority of them stated that a part of their success was due to this training.

Table 13 shows the percentage of rural leaders who attended college. Of the 250, 29.6 per cent attended for one or more years, while 12.8 per cent are college graduates and 3.2 per cent received from one to four years of graduate work. The women lead the men in college attendance by 9.1 per cent.

Table 13. Percentage of Rural Leaders Who Attended College,<sup>1</sup> with Years Completed

Years completed	Both sexes	Men	Women
8 .....	.4	.6	.....
7 .....	.8	1.1	.....
6 .....	.8	.6	1.4
5 .....	1.2	1.7	.....
4 .....	9.6	8.8	11.6
3 .....	5.2	3.9	8.7
2 .....	6.8	5.5	10.1
1 .....	4.8	5.0	4.3
0 .....	70.4	72.8	63.9

<sup>1</sup> Includes normal school and university.

The average schooling of the rural leaders studied was 10.58 years, or the completion of about two and a half years of high school.

Table 14. Number of Various Courses<sup>1</sup> Taken by Rural Leaders in High School

Course	Times mentioned for:		
	Both sexes	Men	Women
General .....	95	62	33
Scientific .....	21	17	4
Commercial .....	11	9	2
Teaching .....	9	4	5
Classical .....	8	3	5
Home economics .....	3	.....	3
Agriculture .....	3	3	.....
Total	150	98	52

<sup>1</sup> Some leaders listed more than one course, therefore more leaders are listed in courses than leaders attending high school.

Table 14 shows the courses taken in high school. The leaders listed 124, or 82.7 per cent of the courses primarily designed to satisfy college entrance requirements as general, scientific, or classical. Eleven of the courses were commercial, and nine were courses for teaching. Very little attention was given to agriculture or home economics because of the lack of agriculture or home economics courses in high schools.

The following table shows the 98 college courses taken by the 74 rural leaders who attended institutions of higher learning.

Table 15. Number of Various Courses<sup>1</sup> Taken by Rural Leaders in College<sup>2</sup>

Course	Times mentioned
Education (elementary and secondary) .....	30
Agriculture .....	19
Classical (theology, philosophy) .....	13
Liberal arts (general, scientific) .....	9
Engineering .....	5
History (political economy, law) .....	4
Music and art .....	4
Home economics .....	4
Business administration .....	4
College preparatory and special courses .....	4
West Point regular course .....	1
Nurses' training .....	1
Total .....	98

<sup>1</sup> Some leaders listed more than one course, therefore more leaders are listed in courses than leaders attending college.

<sup>2</sup> Includes normal school and university.

Of the courses, 30.6 per cent were for teaching and 19.4 per cent were agricultural. Twenty-five, or 83.3 per cent of the 30 teaching courses, were taken by women. It seems that a study of the psychology of human nature and of learning is a factor contributing to successful leadership. Those men who took agriculture are, in the majority of cases, successful farmers as well as being included in the group of "best" leaders. However, the fact that college-trained men

and women who studied other courses are also among the most successful leaders suggests that college education in these courses is also of decided value.

#### Participation in Community Activities During Youth

Table 16 shows which community institutions, organizations, and activities appear to have been most influential in the training of leaders during their youth. Included are those group activities often, though not necessarily, connected with parental encouragement and formal education.

Table 16. Community Activities Participated in by Rural Leaders between the Ages of 14 to 20, that Helped Train Them for Leadership<sup>1</sup>

Activity	Times mentioned	Percentage
School .....	154	31.6
Speaking (43)		
Debating (40)		
Dramatics (24)		
Athletics (24)		
Miscellaneous activities (23)		
Church .....	108	22.2
Young peoples' meetings (40)		
Sunday School (36)		
Main service (32)		
Literary society .....	61	12.6
Community club .....	53	11.0
Teaching .....	26	5.3
Young peoples' groups .....	26	5.3
Spelling bees .....	16	3.3
Temperance society .....	11	2.3
Grange .....	10	2.1
4-H club .....	7	1.4
Husking bees, barn raisings, etc. ....	4	.8
Miscellaneous .....	10	2.1
Total .....	486	100.0

<sup>1</sup> Fifty-seven (22.8 per cent) of the leaders did not participate in the community activities between the ages of 14 and 20.

The curricular and extra-curricular activities of the school comprise 31.7 per cent of the sources mentioned. The recitation of poems and participation in school entertainments, debating, and athletic contests in the grammar school and high school provided practice in the development of self-confidence, ability to speak, and personality.

Of the activities, 22.2 per cent were in the church, particularly in the young peoples' meetings. The literary society was especially active at the time when many of these leaders were in their adolescence. Debates, readings, and papers on subjects of general interest were much more frequent than today.

Of the leaders, 22.8 per cent did not participate in community activities during the ages of 14 to 20. Either they lived in sparsely settled sections of the country where no such opportunities were available, or through bashfulness or lack of encouragement they never took part. Many of the present grange leaders said that they never spoke before a group until they became members of this organization after they were 30 years of age.

#### **Number of Years Leaders Have Lived in Present and Other Agricultural Communities.**

The mobility of rural leaders is not very great. Tables 17 and 18 show their mobility. Of the 250 leaders, 90.4 per cent have lived longer than five years in their present communities, 62 per cent longer than 15 years, and 26.8 per cent longer than 30 years. The average leader has lived nearly half his life in his present community. Of both sexes, 82.4 per cent have lived in agricultural communities other than the one in which they now reside.

The women are more mobile than the men. We find that 11.6 per cent more of the women than of the men lived from one to 11 years in their present communities. Also, 9.7 per cent more of the women than the men lived from 11 to 21 years in their present communities. Thus, over one-fifth more men than women lived in their present communities longer than 20 years. Women usually have more freedom to move from one community to another, especially before marriage. Often marriage is the cause of their moving to another community. Furthermore, in the state of Washington in 1910 and previously, there was an excess of more than 20 per cent males over



**Table 17. Percentage of Rural Leaders Living in Their Respective Communities, with Length of Residence**

Year interval	Both sexes	Men	Women
1-5 .....	9.6	7.2	15.9
6-10 .....	16.8	16.0	18.8
11-15 .....	11.6	10.5	14.5
16-20 .....	22.0	20.4	26.1
21-25 .....	13.2	14.4	10.1
26-30 .....	10.0	11.6	5.8
31-35 .....	2.8	3.3	1.5
36-40 .....	5.6	6.6	2.9
41-45 .....	4.0	5.0	1.5
46-50 .....	2.8	2.8	2.9
51-55 .....	0.0	0.0	0.0
56-60 .....	1.6	2.2	....

**Table 18. Percentage of Rural Leaders Who Have Lived in Agricultural Communities Other than Present Communities, with Length of Residence**

Year interval	Both sexes	Men	Women
0 .....	17.6	17.6	17.4
1-5 .....	8.0	7.2	10.1
6-10 .....	8.4	9.4	5.8
11-15 .....	8.4	8.3	8.7
16-20 .....	9.2	6.1	17.4
21-25 .....	10.8	11.6	8.7
26-30 .....	10.4	12.2	5.8
31-35 .....	11.2	10.5	13.0
36-40 .....	8.0	9.9	2.9
41-45 .....	2.0	2.2	1.5
46-50 .....	3.2	2.2	5.8
51-55 .....	2.4	2.2	2.9
56-60 .....	.4	.6	....

females, in which case the tendency was for females to migrate to the sections with an excess of males. Men with farm property cannot move easily.

The advantage to leaders of living in rural communities either the major portion of their lives or a relatively long period of time

is the familiarity which they establish with the social background of the lives of their followers. This includes an intimate knowledge of the thoughts, ideas, traditions, and customs, as well as the social, economic, and educational resources of their respective communities.

### Occupations Followed before Farming and in Addition to Present Farming Activities

The various occupational experiences of rural leaders are given in Tables 19 and 20. Leadership activities are closely related to these occupations, and attempts to solve rural economic needs appear to have contributed to the development of rural leaders.

Table 19. Occupations Followed by Rural Leaders Before Farming, with Average Years per Occupation<sup>1</sup>

Occupations before farming	Times mentioned	Average years
Total	211	7.1
Miscellaneous laborer .....	69	7.7
Teacher .....	44	7.9
Business proprietor .....	43	4.1
Salesclerk .....	17	4.1
Clerical worker .....	13	6.5
Carpenter and contractor .....	8	9.4
Soldier .....	8	2.3
Minister, lawyer, banker .....	5	16.8
Writer .....	4	1.4

<sup>1</sup>One hundred and thirty-eight (55.2 per cent) of the leaders followed no other occupations before farming.

More than half of the leaders (55.2 per cent) have always followed the occupation of farming. The others mentioned 211 previous occupations, giving an average of 7.1 years in these occupations. Approximately 70 per cent of the leaders are at present following no other occupation than farming. The remaining 30.4 per cent, who have been following other occupations along with farming, listed 86 occupations, giving an average of seven years in each occupation. Efficient leaders were found among those who had never farmed and who had followed other occupations before farming, as well as among

those who had always farmed. Practically all of the additional occupations now followed are connected with rural life, most of which are engaged in to supplement the farm family income.

Table 20. Other Occupations Now Followed in Addition to Present Farming Activities, with Average Years per Occupation<sup>1</sup>

Occupations in addition to farming now	Times mentioned	Average years
Total	86	7.0
Miscellaneous laborer .....	33	7.1
Business proprietor .....	21	5.1
Manager of farm organization .....	10	5.2
Teacher .....	8	13.3
County agent .....	6	3.2
Farm newspaper writer .....	4	6.5
Road supervisor .....	4	2.3

<sup>1</sup> One hundred and seventy-four (69.6 per cent) of the leaders are at present following no other occupation in addition to present farming activities.

#### Current Reading

All leaders have access to some form of reading material, of which the various types are summarized in Table 21. Nearly all read at least one daily newspaper and several farm papers and magazines. Over 90 per cent read general magazines and agricultural bulletins. The weekly newspapers and books were read least frequently.

Table 21. Current Reading of Rural Leaders

Type of reading material	Number of leaders reading	Percentage of leaders reading	Average number per leader
Farm papers and magazines .....	245	98.0	4.5
Daily newspapers .....	243	97.2	1.5
General magazines .....	231	92.4	3.9
Agricultural bulletins .....	227	90.8	4.1
Weekly newspapers .....	174	69.6	1.4
Books .....	157	62.8	12.5

Table 22 shows the various types of farm periodicals read. In the order of frequency the six highest are the Washington Farmer, the

Grange News, the Country Gentleman, the National Grange Monthly, the Farm Journal, and the Bureau Farmer. These compose 64.2 per cent of the farm papers and magazines listed.

Table 22. Farm Papers and Magazines Read by Rural Leaders<sup>1</sup>

General magazines	Times mentioned
Washington Farmer .....	165
Grange News .....	152
Country Gentleman .....	141
National Grange Monthly .....	109
Farm Journal .....	84
Bureau Farmer .....	49
Better Homes and Gardens .....	41
Country Home (Farm and Fireside) .....	34
Successful Farming .....	34
Hoard's Dairyman .....	26
Farm Life .....	22
Better Fruit .....	22
Capper's Farmer .....	15
Farmer's Wife .....	15
Walla Walla Farm Bureau News .....	15
Breeders' Gazette .....	13
Washcoegg .....	11
Miscellaneous (77 names) .....	151
Total	1099

<sup>1</sup> Five (2.0 per cent) of the leaders did not read farm papers and magazines.

Table 23 shows the general magazines read by rural leaders. In the order of frequency the six highest are the American Magazine, the Saturday Evening Post, the Literary Digest, the Woman's Home Companion, McCall's Magazine, and the Ladies' Home Journal. These comprise 41.8 per cent of the general magazines listed.

Table 24 shows the number of leaders who had read different types of books and the average number of books of each type read.

Table 25 shows the number of leaders reading agricultural bulletins. In the order of frequency the five highest are those dealing with live stock, field crops, horticulture, home economics, and agricultural economics.

Table 23. General Magazines Read by Rural Leaders<sup>1</sup>

Farm papers and magazines	Times mentioned
American Magazine .....	99
Saturday Evening Post .....	67
Literary Digest .....	57
Woman's Home Companion .....	53
McCall's Magazine .....	50
Ladies' Home Journal .....	46
National Geographic Magazine .....	36
Delineator .....	34
Collier's .....	30
Good Housekeeping .....	26
Pictorial Review .....	25
Cosmopolitan .....	24
Pathfinder .....	23
American Boy and Youth's Companion .....	14
Needlecraft Magazine .....	10
People's Home Journal .....	10
Sunset Magazine .....	10
Miscellaneous (130 names) .....	277
Total	891

<sup>1</sup> Nineteen (7.6 per cent) of the leaders did not read general magazines.

Table 24. Number of Leaders Reading Different Types of Books and Number of Books Read

Books	Number of readers	Total number of books read	Average number of books read
Novels .....	125	888	7.1
Religion .....	30	127	4.2
History .....	30	90.	3.0
Agriculture .....	18	132	7.3
Economics .....	18	73	4.1
Psychology .....	12	29	2.4
Sociology .....	10	20	2.0
Biography .....	9	34	3.8
Science .....	9	17	1.9
Government .....	7	15	2.1
Philosophy .....	7	38	5.4
Travel .....	5	12	2.4
Education .....	4	10	2.5
Miscellaneous .....	16	60	3.8

**Table 25. Number of Rural Leaders Reading Agricultural Bulletins**

Type of bulletin	Number
Live stock .....	168
Field crops .....	87
Horticulture .....	80
Home economics .....	51
Agricultural economics .....	33
Farm buildings .....	25
Soils .....	25
Weeds, plant diseases, rodents .....	22
Entomology .....	17
Social aspects of farm life .....	15
Miscellaneous .....	54

In summing up the various factors of age and sex, parental encouragement, formal education, participation in community activities during youth, length of residence in present and other agricultural communities, occupations followed, and current reading, no one single factor in this training and experience of rural leaders seems to stand out above others in the making of successful leaders. There is evidence to suggest that those leaders having the most training and the most varied experiences are the more efficient leaders. However, exceptions indicate that other factors such as the quality of the training and the intensity of the experiences are also effective.

## **ATTITUDES AND TRAITS OF LEADERS**

### **Problems of Agriculture and Their Solutions as Viewed by Rural Leaders**

The problems of rural people as seen by rural leaders and the attitudes of rural leaders toward these problems are shown in Tables 26 and 27. These tables are the result of the leaders' answers to the following question: "What do you consider are the five most important problems of agriculture, and what is the solution of each?" "Problems of agriculture" was used here in the broader sense to include "problems of rural people." Many of the "problems" listed by some leaders were listed by others as "solutions." It must be kept in mind that

these answers are opinions, and it is very probable that frequently some of the underlying and illusive factors were not expressed.

In the minds of the leaders, as seen in Table 26, various economic problems, including marketing and cooperation, production, taxation, finance, transportation, the tariff, and farm labor are most important. Lack of education, leadership, government aid, and home conveniences are also important farm problems. The adversities of nature constitute a third group of farm difficulties.

Table 26. Number of Leaders Mentioning Different Agricultural Problems as Leading in Importance

Problem	Number mentioned
Marketing .....	239
Lack of rural cooperation and organization .....	144
Rural backwardness or lack of education .....	135
Inefficient production .....	133
Excessive taxation .....	131
Pests and weeds .....	65
Lack of home and farm conveniences .....	59
Farm finance .....	58
Transportation .....	54
Lack of moisture and drainage .....	53
Poor leadership .....	51
Legislation and government aid .....	41
Miscellaneous economic problems .....	40
Fellowship and recreation .....	29
Keeping youth on the farm .....	18
Tariff .....	16
Farm labor .....	13
Adverse climatic conditions .....	13
Politicians .....	7
Middleman .....	5
Federal extension service .....	2

Table 27 shows the leaders' ideas of the solution of the farm problems. It will be noted that these solutions are for the most part stated in terms of the problems listed above.

Legislation and government aid rank first as proposed solutions followed by rural organization, better education, and cooperative marketing. Better leadership, finance, and production are next in order.

**Table 27. Solutions of Agricultural Problems as Viewed by Rural Leaders**

Solution	Times mentioned
Legislation and government aid .....	236
Rural organization .....	178
Better education .....	174
Cooperative marketing .....	120
Better leadership .....	99
More efficient production .....	84
Better farm finance .....	83
Federal extension service .....	39
More efficient and cheaper transportation .....	31
Elimination of the middleman .....	23
Less taxation .....	7
Elimination of unsympathetic politicians .....	5

**Qualifications for Successful Leadership as Stated by Rural Leaders.**

Leaders were asked to name the qualifications, attitudes, or traits which they considered were necessary for successful rural leadership. Table 28 (Page 32) gives the results of the leaders' answers.



**Table 28. Qualifications for successful Leadership as Stated by Rural Leaders**

Qualification	Times mentioned
Pleasing personality .....	131
Tact .....	111
Education .....	107
Speaking ability .....	105
Energy .....	99
Practical information on farming .....	91
Love of humanity .....	79
Honesty .....	73
Ability as a mixer .....	66
Unselfishness .....	56
Practical experience .....	38
Ability to get others to work .....	37
Broadmindedness .....	37
Time and self-sacrifice .....	36
Success in life .....	34
Tolerance .....	33
Patience .....	31
Faithfulness, dependability .....	27
Intelligence, native ability .....	23
Initiative .....	23
Morality and temperance .....	22
Conviction, firmness, faith .....	19
Enthusiasm .....	17
Self confidence .....	15
Sincerity, conscientiousness .....	16
Vision, foresight .....	15
Ability to cooperate .....	13
Miscellaneous .....	41

## SUMMARY AND CONCLUSIONS

1. A sample of 250 local rural leaders, of whom 181 were men and 69 were women, was studied.
2. The two major types of activities in which rural leaders are engaged are the social and the economic; the political, educational and religious activities hold minor places. These activities are an indication of the interests of rural people. Of the total number of leaders studied, 84.4 per cent are active in the Grange. This is the largest farm organization in the state.
3. Those leaders who appear to be the most efficient attended more meetings dealing with agriculture and participated in more local rural community activities than the less efficient leaders.
4. Men hold more leadership positions than women, due partly to the inability of women to leave domestic duties and to the rural attitude which relegates women to the minor offices in rural organizations. However, some of the most successful organizations regularly place women in the responsible offices.
5. Church membership and activity appear to have little influence on leadership ability. Fifty per cent of the leaders are listed as church members, of whom 36.8 per cent are active. Successful leaders are found in both the member and non-member groups, as well as in the active and non-active groups, in about the same proportion.
6. A study of the sources of rural leaders' interests in their problems shows that in the past, prior to the advent of the 4-H club work, there have been few definite, organized attempts to interest young people in the vital problems and needs of rural life. The 4-H clubs directed by county extension agents have been making progress in this direction, but because of lack of competently trained local club leaders the progress has been slow.
7. The leaders in rural communities are chiefly of middle age and older. The average age is 47.2 years for both sexes, with the women averaging two years younger than the men. A few communities have found that young leaders are just as efficient as, and occasionally more efficient than, the middle-aged and older leaders. However, many

organizations are unable to attract many young people under the ages of 25 or hold the interest of their younger members.

8. Parental encouragement during adolescence was given to only 42.8 per cent of the leaders studied. Although a number of the leaders attributed a part or much of their success to this factor, other leaders were equally successful in spite of the lack of this encouragement. However, in these cases, similar encouragement came from other sources, such as from relatives, friends, and books. Those factors of parental encouragement which were mentioned the most often were: the sharing of the ownership of farm property, stock, and crops; the sharing of common privileges, responsibilities, and rewards; the maintenance of a pleasant home and farm conveniences; and the allowance of leisure time for recreation.

9. The rural leaders received an average of two and a half years of high school training. Fourteen and six tenths per cent more of the women than of the men graduated from elementary school, 22.4 per cent more from high school, and 9.1 per cent more from college. College courses in education and agriculture seem to have been responsible for much of the success of some of the "best" leaders.

10. Activities during adolescence which were considered by rural leaders as influential in leadership training were: speaking, parliamentary practice, debating, dramatics, and athletics in school; speaking, parliamentary practice, preparing papers, and debating in the literary society; and speaking, parliamentary practice, and committee work in the community club.

11. The 250 leaders lived nearly half of their lives in the community in which they now reside. The mobility of women is greater than that of men.

12. Diverse occupations were followed by rural leaders before they became farmers. Most leaders were directly or indirectly connected with some phase of farm life. Over 50 per cent had always been farmers, which includes farmers' wives and daughters and women living on the farm and connected with the farming occupation, and nearly 70 per cent were following at present no other occupation than farming. Thirty-six and two-tenths per cent of the women leaders had taught school at some time in their lives.

13. Practically all rural leaders read at least one daily newspaper and an average of over four weekly, monthly, and semi-monthly farm magazines and papers. Over 90 per cent of the leaders read an average of four general monthly magazines. Nearly 70 per cent of the leaders read at least one weekly newspaper.

14. Among the outstanding problems of agricultural people as viewed by the local rural community leaders are: marketing, lack of cooperation and organization, rural backwardness or lack of education, poor production, and excessive taxation.

15. Some of the suggested solutions of the problems of agriculture by the leaders were: rural cooperation and organization, farm legislation and government aid, better education for rural people, and better trained and more efficient rural leadership.

16. The traits most often mentioned by the leaders for successful leadership were: pleasing personality, tact, education, speaking ability, energy, practical knowledge of farming, love of humanity, honesty, ability as a mixer, and unselfishness.



